

# Council Improvement Proposal

(Existing structure)



Office of  
Local Government



# Getting started . . .

Before you commence this template, please check the following:

- You have chosen the correct template – only councils that have sufficient scale and capacity and who do not intend to merge or become a Rural Council should complete this template (Template 2)
- You have obtained a copy of the guidance material for Template 2 and instructions for completing each question
- You have completed the self-assessment of your current performance, using the tool provided
- You have completed any supporting material and prepared attachments for your Proposal as PDF documents. Please limit the number of attachments and ensure they are directly relevant to your proposal. Specific references to the relevant page and/or paragraph in the attachments should also be included.
- Your Proposal has been endorsed by a resolution of your Council.

<b>Council name:</b>	<b>HOLROYD CITY COUNCIL</b>
<b>Date of Council resolution endorsing this submission:</b>	<b>23 June 2015<sup>1</sup></b> <hr/>

## 1.1 Executive Summary

Provide a summary (up to 500 words) of the key points of your Proposal including current performance, the issues facing your council and your planned improvement strategies and outcomes.

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<sup>1</sup> See Attachment 1: Council Resolution of 23 June 2015

Holroyd City Council supports the continuous reform of the local government industry to ensure the continued delivery of efficient, effective and sustainable services to our communities and to be a supportive partner of the State Government. Proudly Council is able to declare that it is already 'Fit for the Future' and achieves these objectives.

This Submission provides evidence that, in our particular circumstance, a merger of Holroyd City Council is not needed to achieve these outcomes and that, on the contrary, Holroyd as a Stand Alone Council is a superior outcome to the proposed Independent Local Government Review Panel merger option<sup>2</sup>.

The Holroyd community sent a clear message throughout our extensive community engagement that the 'Scale' criteria (ie. the size of a Council) is only a tool for achieving the reform objectives and it must not be an objective in its own right. The community was very critical that the Scale criteria was placed as the highest priority of the reform process and saw this as placing them and the outcomes they require (ie. works and services) as a secondary consideration to the size of the Council.

Our latest surveys show that 87% of the Holroyd community strongly opposes the merger of Holroyd and want to retain its local identity, services and community priorities and that the majority of our residents are both highly satisfied with services received from Council and are aware of the proposal to amalgamate Holroyd<sup>3</sup>.

Council has demonstrated in its Submission that it meets all seven of the Performance Benchmarks set and accordingly is in a strong and sustainable financial and asset management position<sup>4</sup>. This position is supported by independent reviews undertaken by TCorp<sup>5</sup>, Morrison Low<sup>6</sup> and PricewaterhouseCoopers.

Critical evidence to any decision whether Council should be merged is shown in the business case undertaken by MorrisonLow which emphatically shows that the merged entity fails on four of the seven Performance Benchmarks and is an inferior option in comparison to Holroyd as a Stand Alone Council<sup>7</sup>.

MorrisonLow's findings show that the proposed merged entity must achieve significant fundamental reforms and savings just to match the financial and asset management position that Council already has established. Vital in this assessment are the findings which show that based on current research there is a high likelihood that the projected savings will not eventuate and that, on the contrary, there is likely to be substantial additional costs borne by our community that would result from the proposed merger.

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<sup>2</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Page 3 – Letter from Morrison Low Consultants)

<sup>3</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Page 52 – Summary of Engagement results of all engagement conducted since 2013).

<sup>4</sup> See Attachment 3: Morrison Low Merger V Stand Alone Business Case (Page 15 Table 5– Holroyd City Council performance against Fit for the Future Benchmarks 2020).

<sup>5</sup> See Attachment 6: TCorp Holroyd City Council Financial Assessment and Sustainability Report – January 2015 (Page 5 - Executive Summary).

<sup>6</sup> See Attachment 3: Morrison Low Merger V Stand Alone Business Case (Page 15 – 18, Table 5 and figures 2 - 8 inclusive)

<sup>7</sup> See Attachment 2 Supporting Document Fit for the Future Improvement Proposal (Page 3- Letter from Morrison Low Consultants)

Whilst Council does not need to rely on achieving improvements to meet the performance benchmarks we continue to seek out improvements that make our Council even more efficient and sustainable. In this regard we have included in our submission our list of future planned improvements that will further enhance our resource capacity<sup>8</sup>.

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<sup>8</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Page 45-48, Section 5.4 Improvement Action Plan)

## 1.2 Scale and Capacity

Does your council have the scale and capacity broadly consistent with the recommendations of the Independent Local Government Review Panel?

*(ie, the Panel did not recommend your council needed to merge or become a Rural Council).*

**No**

If No, please indicate why you are not proceeding with a voluntary merger or creation of a Rural Council as recommended by the Independent Panel and demonstrate how your council has scale and capacity (up to 500 words).

The Scale criterion (ie. the area and population of a Council) is only a tool for achieving the reform objectives and must not be seen as an objective in its own right. In both public and private sectors the size of an organisation does not dictate the organisation's ability to perform and achieve set outcomes. It is invariably the quality of the way an organisation is managed that dictates if it meets its stakeholders' desired outcomes.

This Submission shows that Council at its current size has strong strategic capacity<sup>9</sup> and meets the set performance benchmarks<sup>10</sup>, provides evidence that Council has sufficient Scale to meet the State Government's reform objectives and a Stand Alone Council is an overall superior option to the ILGRP's proposed merger option<sup>11</sup>.

<sup>9</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Page 9 – 29 Elements of Strategic Capacity)

<sup>10</sup> See Attachment 3: Morrison Low Merger V Stand Alone Business Case (Page 4 Table 1 Holroyd City Council Performance Against Fit for the Future Benchmarks 2020)

<sup>11</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Page 3 – Letter from Morrison Low Consultants)

**a) Holroyd City Council has financial scale**

Council has the financial scale and capacity to effectively manage the community's infrastructure and service needs long into the future<sup>12</sup>. The long-term financial sustainability of Council is supported by a Special Rate Variation which came into effect in 2014/2015 and a new S94 Contributions Plan that commenced in 2013.

Holroyd meets the seven 'Fit for the Future' Performance Benchmarks and will over time continue to achieve new savings and efficiencies which will further increase its financial scale to meet the expanding needs of our community and the State Government<sup>13</sup>.

Council has demonstrated financial capability by self-regulated control over its expenses by freezing its general expenses i.e. non- wage or statutory funding costs for ten years of the last 16 years, achieving by consistently finding efficiency gains

Importantly, Council has been delivering a growing range of services and infrastructure to its community at a high level of satisfaction whilst being able to show that it remain financially sustainable over the long term<sup>14</sup>.

**b) Holroyd's scale will increase through population growth to 2031**

Holroyd's population growth will continue to increase its revenue base in the coming years. The original population growth projected under the Holroyd LEP 2013 was for an additional 47,000 residents by 2032, (a 43% increase), and a total dwelling increase of over 18,000. Currently the population growth trend, if continued, would result in an additional population by 2032 of almost 60,000 (a 54% increase), and an additional 22,700 dwellings. This would see Holroyd grow to a population based on approximately 168,000. The increased population growth further improves Holroyd's financial sustainability. Council has a structured plan for sustainable growth and has the capacity to manage that growth in its current form and continue to meet the financial and sustainability benchmarks and exceeds the state's requirement for target growth.

**c) Holroyd achieves scale and capacity through collaboration and shared services**

Council already collaborates at a regional level. This Submission highlights a number of key strategic collaborative and shared service arrangements that currently exist which show that Council has a strong strategic capacity to engage with stakeholders/partners within and external to its borders including the State Government<sup>15</sup>. Council's ability to work closely with the State Government is best exemplified by Council exceeding the governments dwelling growth budgets by over 26% being one of only eleven Sydney Council's to meet the targets and only one of five councils who will record a housing surplus. Council continues to pursue new collaborative and shared service arrangements, including existing discussions with other councils, including Parramatta and Auburn, to review the options for possible joint service

<sup>12</sup> See Attachment 6: TCorp Holroyd City Council Financial Assessment and Sustainability Report – January 2015 (Page 19, Section 3.5 Sustainability)

<sup>13</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Page 45 – 48, Section 5.4 - Improvement Action Plan)

<sup>14</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Appendix A – Micromex Community Consultation Report and Appendix B – ReachTel Community Consultation Report)

<sup>15</sup> See Attachment 2: Supporting Document Fit for the Future Improvement Proposal (Pages 8 – 9, Shared Services and Collaborations)

arrangements. Council has self-regulated over time to find efficiencies across the organisation.

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## 2. Your council's current position

### 2.1 About your local government area

Explain the key characteristics of your local government area, your community's goals and priorities and the challenges you face in the future (up to 500 words).

*You should reference your Community Strategic Plan and any relevant demographic data for this section.*

Holroyd City Council covers 40.19 square kilometres with 60% of the area being residential, 30% major industrial, 7% commercial and 3% open space.

In 2014 Holroyd had a population of 111,100<sup>16</sup> people. The most accurate estimate of future population is based on Council's new 2013 LEP and the current actual levels of development activity in the Holroyd LGA, which projects that the population by 2032 will grow to an estimated 168,000 people.

Holroyd is home to an extremely diverse community and according to the 2011 Census:

- 49.5% of Holroyd residents were born overseas
- 39% of people came from countries where English was not their first language
- The most common countries of birth were India (7.5%), Lebanon (4.5%), China (2.8%) and Sri Lanka (2.5%)
- Holroyd City is a major employment hub for Western Sydney, with approximately 39,940 jobs in the area<sup>17</sup> and an additional 8,000 jobs are forecast to be created in the Holroyd area by 2031
- Holroyd's Gross Regional Product was \$4.71 billion as of the 30 June 2014<sup>18</sup>
- 21.7% of those who work in Holroyd also live in the Holroyd area.

Through our Community Strategic Plan<sup>19</sup> our community told us their priorities:

- Our urban form and density
- Growth needs to be supported by the provision of adequate transport infrastructure
- Management of our infrastructure and services is critical and they didn't want service levels cut
- Revitalisation of our town centres
- Cultural respect, celebrating our diversity, sense of community and community safety

Holroyd City Council is concerned that a focus on developing Parramatta as the second CBD will, for 'Holroyd' residents, fundamentally require the focus to be directed away from important employment and economic development in Holroyd so its potential is not realised and to the detriment of the Holroyd community. In addition, the Holroyd community's priorities differ from those of the proposed merged entity which has as a core objective to build the Parramatta CBD into the second and dominant CBD for Sydney and as a result what is important to the Holroyd community will have less of a priority under a new merged council.

<sup>16</sup> Estimated Resident Population, 30 June 2014: <http://profile.id.com.au/holroyd/population-estimate>

<sup>17</sup> Estimated as at 30 June 2014 National Institute of Economic and Industry Research (NIEIR)

<sup>18</sup> National Institute of Economic and Industry Research (NIEIR)

<sup>19</sup> <http://www.holroyd.nsw.gov.au/PDFs/Your%20Council/Living%20Holroyd/Living%20Holroyd%20Community%20Strategic%20Plan.pdf>

## 2.2 Key challenges and opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• High level of community satisfaction with service delivery</li> <li>• Financially sustainable (TCorp rating and Morrison Low report)</li> <li>• Ability to make strong decisions that are inclusive of community response</li> <li>• Strong partner with State Government e.g exceeding State targets for delivering new housing</li> <li>• Level of representation</li> <li>• Transport</li> <li>• Railway</li> <li>• Access to M4/ Parramatta Road/ Cumberland Highway/ Prospect Highway</li> <li>• Strong culture of customer service</li> <li>• Low staff turnover</li> <li>• Diversity of services and services aligned to needs and demographics of community</li> <li>• Commitment to environment</li> <li>• High level of community participation and engagement</li> <li>• Provision of regional services and collaborations</li> <li>• Well implemented and established Integrated Planning and Reporting</li> <li>• Strong advocate for the community</li> <li>• High level of development growth</li> <li>• Well positioned for proposed Western Sydney Airport</li> </ul>	<ul style="list-style-type: none"> <li>• Employment lands not realising full potential</li> <li>• Rate pegging restricting income for councils</li> <li>• Cost Shifting</li> <li>• Legislative and regulatory compliance and reporting burdens (i.e red tape)</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Development and growth of the area</li> <li>• Leveraging off programs and partnerships to further improve quality and range of services</li> <li>• Implementing and improving our assets and infrastructure through the SRV</li> <li>• Continuing to find opportunities for resource sharing and shared services with other councils</li> <li>• Industrial employment lands</li> <li>• Proximity to the proposed western Sydney airport</li> <li>• Big enough to deliver the services our community need</li> <li>• Capacity to fast track major infrastructure works through additional borrowings if needed</li> <li>• Increase profile of the local community and economy</li> <li>• Increased engagement with businesses</li> <li>• Strengthen collaborative arrangements with surrounding councils</li> <li>• Development of regional facilities including the Holroyd Regional Aquatic Wellness Centre and Gipps Road Sporting Complex</li> <li>• Culturally diverse population</li> </ul>	<ul style="list-style-type: none"> <li>• Focus in the Metropolitan Strategy on Parramatta as the second CBD could direct focus away from key employment lands and economic opportunities in Holroyd</li> <li>• Redirection of Holroyd ratepayer funding away from the Holroyd LGA under a forced merger</li> <li>• Reductions in Federal funding</li> <li>• Reductions in State funding</li> <li>• Continuation of Rate Pegging</li> <li>• Timeliness in the delivery of essential infrastructure</li> <li>• Ageing population</li> <li>• Further Cost Shifting</li> <li>• Timeliness in the delivery of State Planning Reforms</li> </ul>

## 2.3 Performance against the Fit for the Future benchmarks

Sustainability				
Measure/ benchmark	2013 / 2014 performance	Achieves FFTF benchmark?	Forecast 2016 / 2017 performance	Achieves FFTF benchmark?
<b>Operating Performance Ratio</b> (Greater than or equal to break-even average over 3 years)	-4.35%	No	-2.5%	No
<b>Own Source Revenue Ratio</b> (Greater than 60% average over 3 years)	81.8%	Yes	82.8%	Yes
<b>Building and Infrastructure Asset Renewal</b> Ratio (Greater than 100% average over 3 years)	61.0 %	No	105%	Yes

If the Fit for the Future benchmarks are not being achieved, please indicate why.

### Operating Performance Ratio

Firstly Council will meet this ratio from 2018/2019 onwards. In advance of that date, current indicators show that the projected operating result for a 2014/2015 will be very close to a break-even result.

Councils Operating Performance Ratio has over the last decade been both in surplus and a deficit for varying reasons. For example Council's 2013/2014 operating deficit \$3.3m was, in the main, the result of \$2.1m in Financial Assistance Grants that were deferred from being paid by

the Federal Government.

The key reason for Council not maintaining a sustainable break-even position for its Operating Performance Ratio was a lack of recurring funding to meet its asset maintenance and renewal obligations. This position has now been addressed through the SRV approved by IPART in 2014 which:

- i. Provides adequate funding to maintain and renew Councils infrastructure assets over the long term, and
- ii. Ensures Council is financially sustainable

In response to the 2013 TCorp rating Council has undertaken a major review of infrastructure assets which reassessed useful life and resulted in corresponding adjustments to depreciation expense, signed off by Council's auditors.

Council recently commissioned TCorp to re-assess its current and projected future financial sustainability in light of the State Government's program to ensure that all NSW Councils are 'Fit for the Future'.

TCorp released their report on Holroyd's financial sustainability in January 2015<sup>20</sup> and assessed Holroyd's current Financial Sustainability Rating (FSR) as 'Moderate' with a 'Positive' outlook. A 'Positive' outlook indicates that Council's FSR is likely to improve in the short term (approximately three years). TCorp also stated that based on Council's Long Term Financial Plan, the 'Moderate' rating will further improve to a 'Sound' rating by 2017/18. TCorp note that the:

- Five year SRV will add 44.2% to rates revenue over the five year period. This increase will be permanently integrated into Council's rates and will assist in funding future asset renewals and capital works and improve overall financial performance.
- Review of infrastructure assets, has significantly decreased the annual depreciation expense, reduced the annual operating expenses and improved overall financial performance.

TCorp's recent assessment of Council's FSR supports that Holroyd Council is financially sustainable, both now and into the future, and is 'Fit for the Future'.

### **Building and Infrastructure Renewal**

The funding needed for Building and Infrastructure Asset Renewal was insufficient in the years leading up to 2014/2015. This was the main reason Council applied for and had approved an SRV in 2014. Council's Long Term Financial Plans now show that its Building and Infrastructure Asset Renewal Ratio meets the performance benchmark set. This is also supported by independent reviews by TCorp and Morrison Low Consultants.

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<sup>20</sup> See Attachment 6: TCorp Holroyd City Council Financial Assessment and Sustainability Report – January 2015

## 2.3 Performance against the Fit for the Future benchmarks

Infrastructure and service management				
Measure/ Benchmark	2013 /2014 performance	Achieves FFTF benchmark?	Forecast 2016 / 2017 performance	Achieves FFTF benchmark?
<b>Infrastructure Backlog Ratio</b> (Less than 2%)	1.8%	Yes	2.5%	No
<b>Asset Maintenance Ratio</b> (Greater than 100% average over 3 years)	76%	No	100%	Yes
<b>Debt Service Ratio</b> (Greater than 0% and less than or equal to 20% average over 3 years)	0.0%	Yes	6.0%	Yes

If the Fit for the Future benchmarks are not being achieved, please indicate why.

### Infrastructure Backlog Ratio

The approach to forecasting the infrastructure backlog is based on renewal expenditure. Council's renewals expenditure increases commencing in 2014/2015 due to implementation of the SRV, as a result of the infrastructure backlog ratio is met by 2018/2019 at 1.8%.

### Asset Maintenance Ratio

Council identified several years ago it needed more funding than was currently being generated to maintain its assets at an acceptable community agreed standard. As a result, Council applied for and had approved an SRV by IPART to generate the additional funding needed and to ensure Council was financially sustainable.

Subsequently, the Asset Maintenance Ratio has improved and meets the benchmark in 2016/2017 compared to 2013/2014, due to the Special Rate Variation<sup>21</sup> which commits an additional almost \$3.5million cumulative on average per year. The Special Rate was put into place to fund increased operating and maintenance expenditure and renewal of works for infrastructure assets and to improve Council's financial sustainability.

Council has identified that over the next 10 years of its long term financial plan, it will spend \$57.1m on asset renewals, \$10.5m on asset maintenance and \$29.5 m on asset operational costs.

**Debt Service Ratio**

Council resolved on 16 December 2014 to borrow \$40m over an eight year term to fund S94 priority capital works. For 2016/2017 this would equate to a debt service ratio of 6%.

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<sup>21</sup> See Attachment 7: Holroyd City Council's Application for a Special Variation for 2014/2015 – Determination June 2014

## 2.3 Performance against the Fit for the Future benchmarks

Efficiency				
Measure/ Benchmark	2013 /2014 performance	Achieves FFTF benchmark?	Forecast 2016 / 2017 performance	Achieves FFTF benchmark?
<b>Real Operating Expenditure per capita</b> A decrease in Real Operating Expenditure per capita over time	\$685	Yes	\$701	No

If the Fit for the Future benchmarks are not being achieved, please indicate why.

### Real Operating Expenditure per capita

Please refer to table 2.1 which shows from 2014/2015 that the Real Operating expenditure per capita ratio is projected to continually decrease up to an including 2019/2020 and beyond.

## 2.4 Water utility performance

*NB: This section should only be completed by councils who have direct responsibility for water supply and sewerage management*

Does your council currently achieve the requirements of the NSW Government Best Practice Management of Water Supply and Sewerage Framework?

**Not applicable**

If NO, please explain the factors that influence your performance against the Framework.

Not applicable

How much is your council's current (2013/14) water and sewerage infrastructure backlog?

Not applicable

## 2.4 Water utility performance

Identify any significant capital works (>\$1m) proposed for your council's water and sewer operations during the 2016-17 to 2019-20 period and any known grants or external funding to support these works.

Capital works			
Proposed works	Timeframe	Cost	Grants or external funding
N/A			
N/A			
N/A			
N/A			
N/A			

## 2.4 Water utility performance

Does your council currently manage its water and sewerage operations on at least a break-even basis?

**Not applicable**

If No, please explain the factors that influence your performance.

Not applicable

## 2.4 Water utility performance

Identify some of your council's strategies to improve the performance of its water and sewer operations in the 2016-17 to 2019-20 period.

Improvement strategies		
Strategy	Timeframe	Anticipated outcome
N/A		
N/A		
N/A		
N/A		
N/A		

## 3. How will your council become/remain Fit for the Future?

### 3.1 Sustainability

Summarise your council's key strategies to improve performance against the Sustainability benchmarks in the 2016-20 period, including the outcomes you expect to achieve.

Holroyd City Council in this submission demonstrates that with its current financial structure it is already sustainable over the long term, accordingly Council does not need to rely on improvement initiatives to meet any of these benchmarks.

Council's sustainability was secured in 2014/2015 with the introduction of the SRV which provides additional rate revenue to fund gaps in operating, maintenance and capital expenditure of key assets – buildings, roads and bridges, parks and recreation and stormwater. Over the medium to long term, the additional revenue will also correspondingly improve Council's financial sustainability. This has led to an improvement in this ratio.

That said, Council has a long standing organisational excellence/improvement process in place to identify and implement improvements to its processes and procedures which deliver benefits to both the community and Council.

Holroyd City council will move to implement the additional strategies listed in the table below, in order to build on its already strong performance in sustainability, contributing to a higher:

- Operating performance ratio through generating greater operating surpluses to enable it to continue to meet the growing and diverse community needs over time
- Own source revenue ratio - further increasing Council's control over its operating and financial sustainability.

A range of strategies have been identified for increasing revenue and expanding service capacity, particularly focusing on leveraging services and assets that have potential to generate an income, or generate greater service delivery over the next four year period:

- Introduce a user pays residential parking scheme to provide an additional \$350,000
- Expanding the provision of cooked meals (both frozen and hot meals) providing a regional based service to other Local Government Areas providing an additional \$120,000
- Increase hire of facilities such as Central Gardens (kiosk and Grounds after hours) to generate an additional \$130,000 to be used to

invest back into the maintenance of the facility.

- Children Services professional Development Program providing opportunities for professional development for Educators at a regional level generating an additional \$20,000
- The LEP will provide opportunities for the development of Council land and building assets that will lead to generating new revenues for Council which will be used to purchase income producing assets that will provide an ongoing additional own source revenue.

Explain the key assumptions that underpin your strategies and expected outcomes.

*For example the key assumptions that drive financial performance including the use of SRVs, growth in rates, wage increases, Financial Assistance or other operating grants, depreciation, and other essential or major expense or revenue items.*

- SRV

The SRV currently in place will yield additional revenue in perpetuity allowing Council to reduce its backlog of infrastructure renewals and provide adequate long term funding to operate and maintain these assets in line with community agreed service levels as specified in the Community Strategic Plan and Council's Asset Management Plans.

- Review of Asset Lives and Depreciation Rates

Through an extensive asset and infrastructure review process undertaken in 2013/2014, Council reviewed the condition, service levels and lifecycle costs in key asset classes – buildings, roads and bridges, stormwater, parks and recreation and in doing so quantified a \$97.1m funding gap over the next 10 years. Council indicated in its submission to IPART that the additional revenue from a SRV would reduce the backlog of renewal works over time and improve its building and assets renewal ratio from 64% in 2013/2014 to 105% in 2016/2017 and maintaining this ratio at or over 100% into the future. IPART subsequently approved a SRV to increase its general rating income over the 5 year special variation period from \$39.1m in 2013/2014 to \$56.5m in 2018/2019 which equates to 44.22%.

## 3.1 Sustainability

Outline your strategies and outcomes in the table below.

3.1 Sustainability				
Objective	Strategies	Key milestones	Outcome	Impact on other measures
1. Introduction of a user pays residential parking scheme	a) investigate option and costings b) consultation with the community c) adoption of outcomes	Revision to Operational Plan, fees and charges and associated budget	Implement a user pays resident parking permit charge of \$25 pa per permit	Positive impact on own source revenue and reducing the need for additional rate revenue
2. Community Food Meals Provision	a) establish new fees structure as per National Fees Policy set by the Commonwealth Government b) develop additional scope for expanded supply of meals c) market expanded service d) produce and deliver meals	June 2016	Expanded meal provision to those requiring assistance at cost of \$10 per meal.	Positive impact on own source revenue and reducing the need for additional rate revenue

## 3.1 Sustainability

Objective	Strategies	Key milestones	Outcome	Impact on other measures
3. Central Gardens	<ul style="list-style-type: none"> <li>a) Are view the operating hours of the park</li> <li>b) remarket and rebrand via media release and website</li> <li>c) alter the facility for wider variety of use</li> <li>d) determine costing for hire</li> <li>e) seek approval from Council on fee structure</li> </ul>	Revision to Operational Plan, fees and charges and associated budget	<p>Extended use of existing facility and park</p> <p>Provide additional weekend facility for variety of functions including weddings etc</p>	Positive impact on own source revenue
4. Hire of Community Services Facilities	<ul style="list-style-type: none"> <li>a) review community facilities previously not available for hire</li> <li>b) determine hire fee structure and exhibit</li> <li>c) develop relevant process and procedure</li> </ul>	Revision to Operational Plan, fees and charges and associated budget	Additional facilities for hire by the community	Positive impact on own source revenue and reducing the need for additional rate revenue
5. Children Services Professional Development Program	<ul style="list-style-type: none"> <li>a) survey to be undertaken to identify the needs of educators</li> <li>b) yearly professional development</li> </ul>	Program implemented	Local opportunity for professional development to local educators (private and public)	Positive impact on own source revenue and reducing the need for additional rate revenue

	<p>program developed</p> <p>c) distribution and promotion of programme to Holroyd Educators United Group</p>			
6. Property Development Opportunity – Merrylands McFarlane Street Carpark redevelopment and town centre	<p>a) identify Council properties for commercial and residential development opportunity and seek Council approval to proceed - complete</p> <p>b) Additional land acquisition</p> <p>c) engage architects for design</p> <p>d) DA consent</p> <p>e) Sale of property</p>	Project on track to be completed by	Ability to generate additional income through the purchase of income producing assets	Positive impact on own source revenue and reducing the need for additional rate revenue
7. Property Development Opportunity – Wentworthville Library and Community Centre	<p>a) identify Council properties for community, commercial and residential unit development opportunity on site and seek Council approval to proceed</p> <p>b) community Consultation on design of new library and community facility</p>	Project initiated 2018	Community centre and Library renewed and increased in size with an additional income from commercial leasing and sale of residential units with income generated going into income producing assets and ongoing maintenance of community facilities	Positive impact on own source revenue and reducing the need for additional rate revenue

	c) engage architects for design d) DA consent e) construction			
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## 3.2 Infrastructure and Service Management

Summarise your council's key strategies to improve performance against the Infrastructure and service management benchmarks in the 2016-20 period, including the outcomes you expect to achieve.

Council will seek to implement the following strategies in order to build on its already strong performance in infrastructure and service management:

### **Asset Rationalisation**

With a focus on reviewing underutilised assets, duplicated assets and those at the end of their useful lives, Council will look to maximise the return on land and building assets which can then be applied to new works and services. Council is already developing its Carpark site in McFarlane Street, Merrylands which has the potential to generate a long term income stream of up to \$1.2m pa. Surplus roads and laneways have been identified as the next area of assets to be rationalised and financial estimates are included as part of this Improvement Plan with funding received from asset rationalisation to be directed to new works and services.

### **Improve Asset Treatment**

Council has commenced a co-ordination process for revitalising Council's CBD areas and has costed this as part of the Improvement Plan. Ongoing opportunities to improve various asset treatments will continue to be utilised by the organisation.

### **Expanded Utilisation of Existing Assets for Commercial Hiring and Community Use**

Refurbish Merrylands Central Library, particularly focusing on under-utilised spaces such as the foyer and piazza area to include a café/coffee

shop. This would optimise the current layout resulting in improved functionality and efficiency and provide a value add to those community members using the library. This would provide an income from the rental of the café/ coffee shop and activate the piazza.

#### **Implement SRV works list**

Through an extensive program of community engagement, Council was able to secure a list of agreed works with our community that underpins the Special Rate Variation. Council has indicated that over the next 10 years of its long term financial plan, it will spend \$57.1m on asset renewal, \$10.5m on asset maintenance and \$29.5m on asset operational costs.

Explain the key assumptions that underpin your strategies and expected outcomes.

- SRV  
The SRV will generate additional revenue into the future allowing Council to address its backlog of infrastructure renewals and continue to provide ongoing asset maintenance and renewals in line with community agreed service level as specified in Council's Asset Management Plans.
- Asset Rationalisation  
In accordance with Council's Property Portfolio Strategic Plan, the proceeds from the sale of underutilised land assets are to be applied to the acquisition of income producing property assets that will provide a long term income stream for Council's future use.

## 3.2 Infrastructure and Service Management

Outline your strategies and outcomes in the table below.

3.2 Infrastructure and service management				
Objective	Strategies	Key milestones	Outcome	Impact on other measures
1. Asset Rationalisation	a) conduct review of surplus roads and laneways across the LGA b) organise land valuations in preparation for sale	Review conducted by December 2015  Sale of identified surplus items commences in 2016.	Reduction in maintenance costs associated with surplus roads and laneways to be redirected to maintenance and renewal of other active assets. Sale proceeds to be applied to new capital works	Continues to improve Asset Maintenance Ratio
2. Expanded Utilisation of Existing Assets for Commercial Hiring and Community Use	a) council approval and consent to lease part of Piazza for Coffee shop to add value to Library and increase usage of the space b) tender process to be developed c) tender awarded and d) lease entered into	Leasing arrangement completed by June 2016	Adds value to the Library and generates an additional maintenance income for the upkeep of the Piazza	Continues to improve Asset Maintenance Ratio

3. Implement SRV Work Lists	<ul style="list-style-type: none"> <li>a) the SRV provides an additional \$57.1m for asset renewals, \$10.5m on asset maintenance and \$29.5m on operational works over the next 10years of the LTFP.</li> <li>b) SRV works lists completed within each financial year to 2020</li> <li>c) program of works included in DPOP and reflected in AMP - proceeding</li> </ul>	SRV projects reported in Annual Report as per requirement	Meets and improves the infrastructure ratios	Continues to meet and improve the infrastructure ratios
4. Revitalisation of CBD Streetscapes	<ul style="list-style-type: none"> <li>a) conduct audit of all streetscape treatments</li> <li>b) identify priority areas</li> <li>c) identify appropriate treatment which will reduce future maintenance and beautify our street</li> <li>d) continue monitoring</li> </ul>	Approve program for CBD revitalisation by late 2015	<ul style="list-style-type: none"> <li>1. Reduced maintenance costs</li> <li>2. Reduce WHS risks at high traffic locations</li> <li>3. Reduced public liability</li> <li>4. Improved streetscape</li> </ul>	Continues to improve Asset Maintenance Ratio

### 3.3 Efficiency

Summarise your council's key strategies to improve performance against the Efficiency measures in the 2016-20 period, including the outcomes you expect to achieve.

#### **Child Services Review**

Council is currently reviewing the effectiveness and efficiency of the Children's Service Business Unit to ensure a cost neutral outcome. The review is due for completion in the third quarter 2015 and following a Councillor briefing, agreed actions will be implemented.

#### **Customer Service Review**

The review of customer service will include the use of RFID technology in Libraries as well as self- service technology and online capabilities to enhance the customer service experience of Council allowing the community to conduct its business with council anytime and anywhere day or night. This will see efficiency gains across the spectrum of Council services and reallocating human resources to other areas of need. This would not replace front counter staff but instead allow the customer flexibility in customer service delivery and save time.

#### **Opportunities for Waste Management**

Potential additional income source identified through the Recycling Process contract minimising the need to increase the Domestic Waste Management Charge

#### **Harmonisation of Contracts for large scale items**

Through this process, Contracts will be harmonised with other Councils to achieve a common expiry date that will allow for joint tenders for these contracts to be undertaken.

Explain the key assumptions that underpin your strategies and expected outcomes.

- Children's and Customer Service Reviews

The efficiency gains to be generated under the reviews are predicated on Council's adoption of the review recommendations and that the legislative framework remains unchanged.

- Harmonisation of Contracts

The savings to be generated through the alignment of contract expiry dates across councils is predicated on several councils committing to this process.

### 3.3 Efficiency

Outline your strategies and outcomes in the table below.

3.3 Efficiency				
Objective	Strategies	Key milestones	Outcome	Impact on other measures
1. Complete full Children Services Review	a) develop proposal for Children Services Review – completed b) engage consultant to conduct review – completed c) review conducted – current d) final draft of review to be completed third quarter 2015 e) briefing to Councillors f) adoption of outcomes of review g) implementation	Review findings adopted and implemented  Actions to be reflected in Operational Plan and Budget	Review effectiveness and efficiency of the Business Unit to ensure cost neutral outcome	Positive impact on own source revenue and reducing the need for additional rate revenue
2. Customer Service review to include other technologies and strategies to increase self-service announcements	a) develop proposal for Customer Service Review including technology review b) engage consultant	Review findings adopted and implemented  Actions to be reflected	<ul style="list-style-type: none"> <li>Enhanced customer service</li> <li>Increased productivity and/or savings generated</li> </ul>	Improves operational performance ratio

	c) conduct review d) develop final report e) briefing to Councillors f) implementation of findings	in Operational Plan and Budget	<ul style="list-style-type: none"> <li>• Increase in service level to the community</li> </ul>	
3. Recycling Processing Contract (potential income 2016) minimising the need to increase the Domestic Waste Management Charge	a) competitive tender process and contract negotiation b) council approved c) contractor engagement	Contract revised and completed in 2016/2017	<ul style="list-style-type: none"> <li>• New contract signed</li> </ul>	Positive impact in own source revenue and minimising the need to increase the Domestic Waste Charge
4. Harmonisation of contract expiry dates for large scale items	a) review ending dates of large scale contracts b) liaise with Councils to determine end dates seeking agreement to extend existing contracts until Councils harmonise ending dates c) seek agreement on tenders to be issued on large scale items d) coordinate the engagement of contractors for large scale items e) engage contractors	Agreement between Regional councils to agree to harmonisation of contracts  Engagement of contractor	<ul style="list-style-type: none"> <li>• Enhanced customer service</li> <li>• Increased productivity</li> </ul>	Improves operational performance ratio

### 3.4 Improvement Action Plan

Summarise the key improvement actions that will be achieved in the first year of your plan.

(\* Please attach detailed action plan and supporting financial modelling)

Action plan	
Actions	Milestones
1. Introduction of a user pays residential parking scheme	Revision to Operational Plan, fees and charges and associated budget
2. Community Food Meals Provision	Implemented by June 2016
3. Central Gardens increase in facility availability	Revision to Operational Plan, fees and charges and associated budget
4. Hire of Community Service Facilities	Revision to Operational Plan, fees and charges and associated budget
5. Children Services Professional Development Program	Program implemented
6. Property Development Opportunity - Merrylands McFarlane Street Carpark Redevelopment and Town Centre	Project completed by 2016/2017

7. Asset Rationalisation	Review Conducted by December 2015 Sale of identified surplus items commences in 2016
8. Expanded Utilisation of Existing Assets for Commercial Hiring and Community Use	Leasing arrangement completed by June 2016
9. Implement SRV Works Lists	SRV Projects reported in Annual Report as per IPART requirement
10. Review type of treatment for Streetscape will lead to rationalised treatments for landscaped streetscapes which are to align profile with traffic and pedestrian hazards and location priority	Maintenance inspection and monitoring of spending will lead to reduction of expenditure on maintenance
11. Recycling Processing Contract (potential Income in 2016), minimising the need to increase the Domestic Waste Management Charge	Contract revised and completed in 2016/2017
12. Full Children's Services review	Review findings adopted and implemented Actions to be reflected in Operational Plan and Budget
13. Customer Service review to include other technologies and strategies to increase self –service options	Review findings adopted and implemented Actions to be reflected in the Operational Plan and Budget
14. Harmonisation of contract expiry dates to assist in procurement of large scale items.	Agreement between Regional councils to harmonisation of contract expiry dates  Engagement of contractor

**Please see attached Improvement Action Plans per item**

Outline the process that underpinned the development of your Action Plan.

*Improvement Plan Methodology*

Council already has a strong suite of strategic plans, all of which have been developed with extensive community engagement. These existing plans and the extensive feedback from the community were utilised to commence the development of the Improvement Plan.

Council undertook a structured process of identifying, investigating and testing a range of improvement opportunities. Senior staff, management and selected staff from across the organisation were engaged in a robust process utilising different technical expertise and perspectives in the preparation of the Improvement Plan initiatives.

The process was as follows:

1. Senior staff and managers completed Improvement Opportunities templates as a 'mini business case' to investigate opportunities in terms of ease of implementation, net financial benefit (or cost), impacts, legacy issues, risks, stakeholder consultation and implementation steps. Staff were given the freedom to be creative, and to identify opportunities outside of their functional areas.
2. Senior staff and manager workshopped the Improvement Opportunities. Each idea was then workshopped with a series of groups for discussion and evaluation, ensuring input from a financial and governance perspective; engineering, assets and operational perspective; and a community and environmental perspective.
3. The ideas that staff considered were then collated into a list of proposals for consideration by elected Councillors for inclusion as part of Council's Improvement Action Plan.
4. The identified financial benefits are modelled into the Long Term Financial Plan to enable the impact on the Fit for Future ratios to be modelled as Council's improved position.

In addition to the opportunities that are able to be modelled into the Long Term Financial Plan, staff have identified several other potential opportunities which require further work to ascertain the feasibility of implementation and estimated financial benefits.

### 3.5 Other actions considered

In preparing your Improvement Action Plan, you may have considered other strategies/actions but decided not to adopt them. Please identify what these strategies/actions were and explain why you chose not to pursue them.

#### **1. Merged Entity Discussions**

Holroyd met with Parramatta, Auburn, Ryde and the Hills Councils to discuss the opportunity of shared services and the potential impact of the proposed merger over several meetings from January 2015 through to April 2015. This resulted in all councils agreeing that a merger was not an option and that each council would make a submission in its own right and that further discussions in relation to shared services outside of this process would take place. Whilst each Council declared in those meetings not to pursue a merger proposal all council's agreed to discuss options for shared services. Council notes that Parramatta and Auburn Councils have subsequently reversed their position in this regard without any consultation or agreement with Holroyd Council.

Holroyd chose to have its business case prepared by Morrison Low who were on the approved list and also had completed work for Ryde Council in this space. The decision not to participate in the development of a joint business case with Parramatta, Auburn and the Hills councils was based on Parramatta and the Hills Councils decision to utilise a consultant not on the list provided by the office of Local Government at a price which was greater than that quoted by Morrison Low.

#### **2. Modelling of the Proposed Merger Business Case**

##### **a) Performance Benchmarks**

As part of its Improvement Proposal, Council undertook modelling of the proposed merger with Parramatta, Auburn, Part of Hills and Ryde Council's based on publically available information. This modelling was undertaken by independent consultants Morrison Low. As a merged entity is a sum of its parts, the proposed merged council is forecast to perform against the Fit for the Future benchmarks, in comparison to Holroyd's status quo or base position (2013/2014) as follows:

Benchmark	Holroyd 2013/2014	Holroyd Base 2019/2020	Merged Entity 2019/20
Operating Performance Ratio	No	Yes	No
Own Source Revenue Ratio	Yes	Yes	Yes
Infrastructure Renewal Ratio	No	Yes	Yes
Asset Backlog Ratio	Yes	Yes	No
Asset Maintenance Ratio	No	Yes	No
Debt Service Ratio	Yes	Yes	No
Operating Expenditure Over Time	Yes	Yes	Yes

Based on the merger business case prepared by Morrison Low, the proposed merger is projected to meet just 3 of the 7 Fit for the Future benchmarks by 2020, unlike the Stand Alone business case which would meet all 7 Fit for the Future benchmarks.

Based on this modelling, Holroyd residents are worse off under the proposed merged council in terms of the 'Fit for the Future' benchmarks.

The independent assessment by Morrison Low clearly shows that Holroyd as a Stand Alone council is a superior option to the proposed merged council option. Accordingly, based on the Morrison Low research and strong opposition to a merger by the Holroyd community, Council chose not to pursue the merged council option.

#### **b) Assets Funding Gap increases under a Merged Entity**

The following table demonstrates the significant asset funding gap that would be the responsibility of the merged council as proposed by the ILGRP:

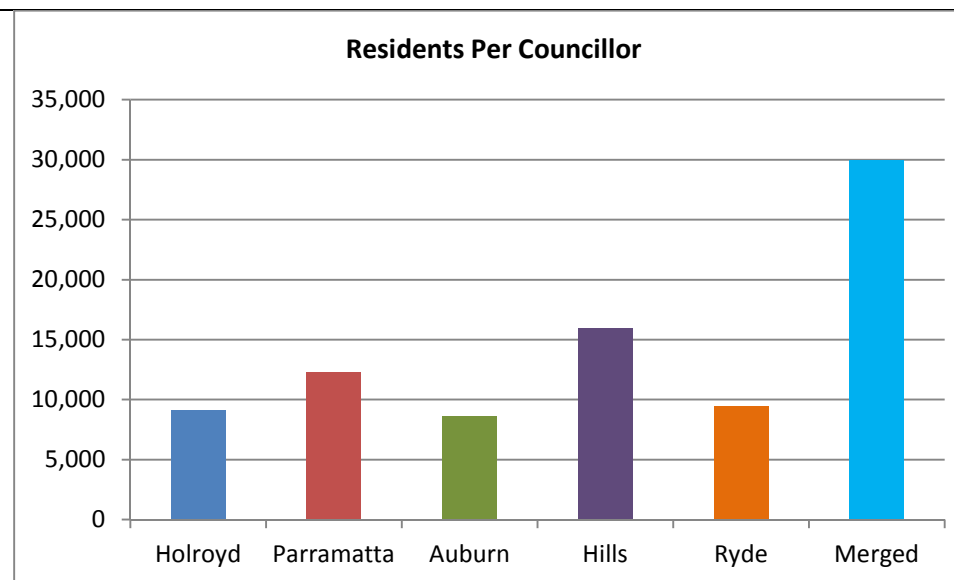
Council	Average funding required per annum (5 years) \$'000	Average funding required per annum (5 years+) \$'000
Holroyd City Council	-198	260
Merged Council	-18,691	-11,568

Holroyd residents would move from a situation of minimal funding required on its assets in the short term, and no funding gap in the medium term, to assuming part responsibility for the significant gap in funding of the proposed merged entity.

A merger along the lines proposed by the ILGRP would see Holroyd residents take up a share of an additional \$122,646,700 in cost to bring assets up to a satisfactory standard which is an additional \$118 per resident more than existing infrastructure backlog liability. Clearly this would be an inequitable outcome for the Holroyd Community.

#### **c) Decreased level of Representation under a Merged Entity**

Levels of representation would decrease significantly under the merger proposal, as demonstrated by the following graph and assuming a maximum number of 15 councillors as allowable under the NSW Local Government Act:



This is considered to be a significant change and unless the merged council can address the apparent loss of representation could have a major negative affect on the community.

#### **d) Risks associated under a merged entity**

The savings modelled are predicated on an unsubstantiated assumption of economies of scale (when in fact empirical analysis suggest that diseconomies of scale in the order of 14% are likely), that infrastructure data is accurate, redundancies, no increases in services levels and a significant reduction in staff numbers over the first four years. The assumptions of no increases to service levels and a reduction in staff numbers are contrary to the scholarly evidence (for example Drew, Kortt and Dollery (2013)) and the experience following Queensland forced amalgamations (QTC 2009). Moreover, there are significant risks associated with the proposed merger, including:

- Inaccurate accounting accrual and Schedule 7 estimates which may well result in very different fiscal outcomes than projected in the business case (Drew and Dollery, 2015b)
- Constitutive implications arising from asset, liability and staff allocations with respect to the dismemberment of Ryde and The Hills Councils (Drew and Dollery, 2015a)
- Disruptive effects arising from different staff cultures (Andrews and Boyne, 2012)
- The high risk of subsequent de-merger activism due to the loss in economic welfare arising from amalgamating heterogeneous populations (Drew and Dollery, 2015b)

### **3) Joint Organisations**

While the State Government has indicated that Joint Organisations were not an option for the Sydney Metropolitan Region, we do note that a number of councils are considering Regional Alliances. Subject to the outcome of the 'Fit for the Future' Program, Council will actively pursue a Regional Alliance with contiguous councils.

### **4) Shared Services**

Holroyd has been involved in shared service arrangements for many years e.g. MetroPool, WSROC Procurement Services and Western Sydney Regional Illegal Dumping Squad (RID) and continues to discuss with other councils new shared service arrangements. Please also refer to a full list of shared and collaborative services arrangements on page 8 of the 'Supporting Document - 'Fit for the Future' Improvement Proposal.

## 4. How will your plan improve performance?

### 4.1 Expected improvement in performance

Measure/ benchmark	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Achieves FFTF benchmark?
<b>Operating Performance Ratio</b> (Greater than or equal to break-even average over 3 years)	-2.9%	-3.7%	-2.5%	-0.9%	0.3%	0.9%	Yes
<b>Own Source Revenue</b> Ratio (Greater than 60% average over 3 years)	82.3%	83.6%	82.8%	81.6%	79.5%	79.5%	Yes
<b>Building and Infrastructure Asset Renewal</b> Ratio (Greater than 100% average over 3 years)	69%	86%	105%	114%	113%	105%	Yes
<b>Infrastructure Backlog Ratio</b> (Less than 2%)	2.3%	2.5%	2.5%	2.1%	1.8%	1.8%	Yes
<b>Asset Maintenance Ratio</b> (Greater than 100% average over 3 years)	85%	92%	100%	100%	100%	100%	Yes
<b>Debt Service Ratio</b> (Greater than 0% and less than or equal to 20% average over 3 years)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Yes

<b>Real Operating Expenditure per capita</b> A decrease in Real Operating Expenditure per capita over time	\$715	\$712	\$701	\$695	\$702	\$700	Yes
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## 4.1 Expected improvement in performance

If, after implementing your plan, your council may still not achieve all of the Fit for the Future benchmarks, please explain the likely reasons why.

All benchmarks are met within the desired timeframes as demonstrated in Section 4.1.

It should be noted that Council approved a \$40m loan in December 2014 to be repaid from Section 94 Contributions over 8 years. The projected Debt Service Ratio in 2015/2016 based on this loan is 6%.

## 5. Putting your plan into action

How will your council implement your Improvement Action Plan?

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link*	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
Sustainability								
1. User pays System - Resident Parking Permit	Implement a user pays resident parking permit scheme over 3500 properties x 2 permits per property x \$25 per permit biennially		•		•	100% Residents Parking Permits provided  Reported Quarterly	16.2.1 Investigate and support Parking Initiatives throughout the City	Director Engineering Services
2. Community Food Meals Provision	Council's Nutrition Services (Meals on Wheels) delivers meals which are provided by the Holroyd Centre. Hot and frozen meals could be produced and purchased by other Meals on Wheels. Services eg. Parramatta Meals on Wheels which currently only provides frozen meals	•	•	•	•	Project delivered  Reported Quarterly	2.1.2 Operate Council’s Aged Care Services providing a range of services reflective of the needs of our ageing community	Director Library and Community Services
3. Central Gardens	Hire for functions ( Grounds and Kiosk- after hours) @ \$625.00 per week x 52	•	•	•	•	Aim to increase number of functions per annum  Reported Quarterly	4.1.4 Provide effective council facilities for Public Use	Director Engineering Services

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link*	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
Sustainability (Con't)								
4. Hire of Community Services Facilities	Community Services has some facilities which could be available to hire after hours for community events or private functions e.g. Guildford and Wentworthville Youth Centres and the BBQ area at 42 Lane St, Wentworthville These are additional facilities already available for community hire.	•	•	•	•	Aim to increase number of functions per annum  Reported Quarterly	4.1.4 Provide effective council facilities for Public Use	Director Engineering Services
5. Children's Services Professional Development Program	A yearly training program for Holroyd Educators United (all child care services in Holroyd). Courses will be delivered by Council's Children's Services Educators	•	•	•	•	Minimum of 4 training sessions held per year  Reporting quarterly	2.1.1 Deliver children's services that meet the needs of the community	Director Library and Community Services
6. Property Development Opportunities	Buy revenue producing assets - buy and lease out		•	•	•	Annual Report on the performance of Council's Property Portfolio	6.4.1 Implement Asset Management Initiatives to effectively manage Council owned facilities	Director Corporate and Financial Services

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link*	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
7. implementation of SRV	The SRV provides permissible general income to increase from \$39.1m in 2013/2014 to \$56.5m in 2018/2019	•	•	•	•	The SRV has a number of performance measures in which Council monitors its delivery which is report on a quarterly basis and is available as a special report on Council's website	<p>4.1.1 Provide a range of parks and recreational facilities that reflect the community needs and lifestyle priorities</p> <p>6.1.1 Maintain parks, bushland areas and other recreational facilities and equipment for the benefit of the community</p> <p>6.1.2 Maintain local roads and drainage networks</p> <p>6.3.1 Ensure delivery and maintenance of all Council owned facilities, parks and recreational equipment in accordance with the Asset management plans</p> <p>6.3.2 Implement floodplain management strategies</p> <p>11.1.1 Maintain centres, streets and supporting infrastructure to encourage the safe use of public space</p> <p>13.2.1 Ensure Holroyd's roads and footpath network are well maintained</p>	<p>Director Engineering Services</p> <p>Director Corporate and Financial Services</p>

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link*	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
Infrastructure and Service Management								
8. Asset Rationalisation	Review of surplus roads/laneways @ \$100,000 per site, one site per annum	•	•	•	•	Review completed and surplus roads and laneways identified  Reported quarterly	6.4.1 Implement Asset Management Initiatives to effectively manage Council owned facilities	Director Engineering Services
9. Expanded Utilisation of Existing Assets for Commercial Hiring and Community Use	Refurbish Merrylands Central Library to focus on underutilised spaces to include a café @ \$20,000	•	•	•	•	Review completed and actions approved by Council  Report to Council	6.4.1 Implement Asset Management Initiatives to effectively manage Council owned facilities	Director Engineering Services
10. Redevelopment of Wentworthville Branch Library/ Community Centre Site	This project seeks to redevelop the Library/Community Centre precinct site to capitalise on its location on the fringe of the CBD. The residential potential could fund the new, bigger library and community facilities which are required to meet the needs of the growing population in Wentworthville. This is a large scale project, which has the potential to attract more residents to the area and generate significant revenue while providing improved public facilities. Review suggests library should be doubled in size. Opportunities for joint venture/ commercial partner				•	Initial project plan to be developed by 2018	6.4.1 Implement Asset Management Initiatives to effectively manage Council owned facilities	Director Corporate and Financial Services  Director Engineering Services  Director Environmental Health and Planning

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
Infrastructure and Service Management (Con't)								
11. Redevelopment of Wentworthville Branch Library/Community Centre Site	This project seeks to redevelop the Library/Community Centre precinct site to capitalise on its location on the fringe of the CBD. The residential potential could fund the new, bigger library and community facilities which are required to meet the needs of the growing population in Wentworthville. This is a large scale project, which has the potential to attract more residents to the area and generate significant revenue while providing improved public facilities. Review suggests library should be doubled in size. Opportunities for joint venture/commercial partner				<ul style="list-style-type: none"><li></li></ul>	Initial project plan to be developed by 2018	6.4.1 Implement Asset Management Initiatives to effectively manage Council owned facilities	<div>Director Corporate and Financial Services</div> <div>Director Engineering Services</div> <div>Director Environmental Health and Planning</div>

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
Efficiency								
12. Opportunities for Waste Management	Recycling Processing Contract (Potential Income 2016) Domestic waste budget, reducing the need to increase waste charge in the long run			•		New contract in place by 1 July 2017	12.1.1 Manage the domestic waste collection service	Director Environmental Health and Planning
13. Review type of treatment for streetscapes	Rationalise types of treatments for landscaped streetscapes areas to align profile with traffic and pedestrian hazards and location priority. E.g. review locations of grass and gardens for alternate treatments such as mulching, hardstand or other treatments. This will have a range of benefits: 1. reduce maintenance costs 2. Reduce WHS risks at high traffic locations 3. Reduce public liability issues. 4. improve streetscape	•	•	•	•	Treatments in place as per schedule  Reported quarterly	11.1.1 Maintain centres, streets and supporting infrastructure to encourage the safe use of public space	Director Engineering Services
14. Children’s Service Review	Current review of effectiveness and efficiency of the Business Unit to ensure cost neutral outcome	•	•	•	•	Implement findings of the Review  Reported to Council and then reported quarterly whilst implementation	2.1.1 Deliver Children’s services that meet the needs of the community	Director Library and Community Services

Opportunity	Action	Timeframe				Performance Measure and monitoring	Delivery Program Link	Responsible Officer
		2015/16	2016/17	2017/18	2018/19			
15. Customer Self-Service technology	Investigate technologies to be increase productivity across Customer Services areas of Council including Customer Services in Council Chambers and Libraries to be applied across online services and self-service kiosks	•	•	•	•	Review to be completed by June 2016  Reported quarterly	17.1.2 Deliver high quality customer service both externally to residents and stakeholders and internally between departments	Director Corporate and Financial Services
16. Harmonisation of Contracts for large scale items such as IT	liaise with Councils to determine end dates seeking agreement to extend existing contracts until Councils harmonise ending dates	•	•	•	•	Contract end dates harmonised  Reported quarterly to Audit and Governance Committee	19.1.1 maintain Council's Financial Position	Director Corporate and Financial Services

*\*Disclaimer – The Delivery Program Links are based on the current Delivery Program which will be subject to change in 2016/2017 when the Community Strategic Plan and associated documents are reviewed as per statutory requirements*